

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

I. Background

The Chad Country Office is in the process of developing its new Country Programme Document for 2024 – 2026. As part of this important exercise is the development of key documents such as the Country Programme Management Plan (CPMP), the affordability analysis and the accountability framework and other key documents. This TOR is issued to support the recruitment of an individual consultant to support the Chad CO throughout the process.

II. Purpose of Activity/Assignment

UNICEF Chad Country Office is preparing its Country Programme Management Plan (CPMP) to align its resources to meet the key results defined in the 2024 -2026 Country Programme Document (CPD). In preparing the CPMP, the Country Office needs to ensure that the expected UNICEF-supported Country Programme is matched by an adequate management structure and budget.

III. Scope of Work:

Under the direct supervision of the Deputy Representative Operations and in close collaboration with the Representative and guided by the country programme document and other relevant documents, the consultant will support the drafting and the editing of the narrative part of the CPMP including the proposed staffing structure, the affordability analysis, the review and update of the accountability framework of the Field Offices, in line with their roles and responsibilities.

Specifically, the major assignments of the consultant will be:

- Review the CPD for 2024-2026 and the related Programme Strategy Notes and other relevant documents or analytical pieces produced by the office in preparation for the new country programme.
- Get familiar with the overall strategic shifts that the new country programme is proposing and support their consolidation and implementation.
- Organize interactions with key staff in Ndjamena and remotely with those located at the 4 Field Offices to understand and assess the suitability of the current management structure and to validate some principles of restructuring including the roles of Field Offices.
- Conduct SWOT analysis of the management structure to determine its effectiveness to meet the evolving challenges
- Conduct a staff skills mapping exercise and HR analyses set to support the implementation of UNICEF supported activities.
- Propose “Fit for Purpose” organizational and management structures, which addresses HR capacity gaps and needs that best suit the conditions in the country to deliver on the country programme outcomes.
- Prepare the affordability analysis to support the staffing structure.
- Review and update the office accountability framework.
- Prepare, review and update the documents on the rationale of field offices presence.
- Ensure coherence and compliance with UNICEF guidelines, lessons learned from previous PBR and any others CPMP related documents.
- Prepare and edit the narrative report of the CPMP based on the guidance and notes provided by the Office.

IV. Work Assignment Overview

Tasks/Milestones	Deliverables/Outputs	Timeline	Payment
1. Desk review of key documents. Finalization of workplan, including consultation schedule	- Inception Report - Final consultation schedule	5 days (Remotely)	10%

2. Organize interaction with key staffs and collect information to inform the CPMP, including the expected management structure and role of field offices.	- Facilitation reports and/or minutes of the internal sessions on the process prepared and available - HR analyses and skills mapping	15 days (Onsite)	30%
3. Guidance and follow up for the sections to prepare draft staffing structures	- Draft of staffing structure by section		
4. Present the draft analysis of structure and observations to CMT	CMT discussion and recommendations reports + proposed office structure	2 days (Onsite)	
5. Finalization of proposed staffing structure and presentation to all staff meeting (including final consultation/discussion with sections on proposed structure)	Final management review report (including documentation on consultation meetings) with recommendations for proposed "Fit for Purpose" organizational and management structures	5 days (Onsite)	
6. Prepare the affordability analysis	Analysis of office funding availability, predictability, trends, forecast options and leveraging strategy shared.	5 days (Onsite)	25%
7. Update the office accountability framework, together with the field presence documents.	Updated accountability framework document shared.	5 days (Onsite)	
8. Ensure coherence and compliance with UNICEF guidelines, lessons learnt from previous PBR and other CPMP related documents	Quality review report including checklist on key elements of the CPMP document and its annexes, the affordability analysis document and updated accountability framework document.	3 days (Remotely)	20%
9. Prepare the narrative report of the CPMP based on the guidance and notes provided by the office.	High quality CPMP document aligned with the recommended guidelines prepared and available.	5 days (Remotely)	15%

V. Qualification/Experience/Competencies/Skills Required

Education:

Advanced University Degree (minimum Master) in Project management, Operations, or any other relevant field

Work Experience:

- At least 8 years of work experience in strategic planning, project management, business, and Organizational Strategy
- Experience with UNICEF's CPMP process and accountability
- Experience with HR skills gaps analysis

Other skills and competencies:

- Excellent written and oral communication skills, including for relationship-building purposes.
- Demonstrated ability to work well as part of a team, to facilitate discussion and to forge and manage partnerships with internal and external stakeholders.
- Commitment to UNICEF's core values of care, respect, integrity, trust, accountability and sustainability
- Ability to work in a multicultural, multi-ethnic environment.
- Experience working in the UN or other international development organizations is an asset.

Language Proficiency:

Fluency in French and English required

VI. Working conditions

- Home Based Office Based

The consultancy duration will be 45 working days. 15 days will be remotely and 30 days onsite in Ndjamena. The consultant is expected to use his/her own ICT equipment. If travel to Field Offices is required, UNICEF will organize the travel and the mission expenses payable to the consultant shall not exceed the amount of the Daily Subsistence Allowance (DSA) according to the United Nations scale.

VII. Supervision

The consultant will be supervised by the Deputy Representative Operations with a dotted supervision line to the Representative. The Human Resources Manager will be the focal point to facilitate the Consultant's interactions with key stakeholders including the Senior Management, the Staff Association, Section Heads and other key staff.

VIII. Technical and financial proposals

Applicants are invited to submit with their online application:

- a cover letter explaining why he/she is well placed to undertake this assignment, including detailed information on similar assignments he/she completed
- A recently updated CV
- A financial proposal which must be an all-inclusive cost (consultancy fees, mission expenses, travels, etc.).

Applicants are invited to submit their financial proposals in USD using the template below:

Description	Unit	Quantity	Unit cost	Total (USD)
Consultancy fees				
Daily subsistence allowance lumpsum				
Air ticket (economy class, most direct route)				
Field mission (if required)			p.m.	
Other costs (to be specified)				
Total				

Selection criteria will be based on relevance of qualifications, skills, expertise and experience in the required field, and the financial offer. Each application will be assessed first on its technical merits and subsequently on its price (weighting of 70 [technical note] / 30 [financial note]; the maximum points are awarded to the lowest financial offer of the technically qualified application. All other price proposals will receive points in inverse proportion to the lowest price. The best bid combining the 2 notes will be retained.

Recourse

UNICEF reserves the right to terminate the contract and/or withhold all or a portion of payment if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF and the partners are not followed, the performance is unsatisfactory, or work/deliverables are incomplete, not delivered or fail to meet the deadlines. The deliverables will remain the copyright of UNICEF.

The consultant must respect the confidentiality of the information handled during the assignment. Documents and information provided must be used only for the tasks related to these terms of reference.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Remarks

Individuals engaged under a consultancy contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein. Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants. Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.